

3 FAM 2720 TRAINING FOR PROFESSIONAL DEVELOPMENT

(TL:PER-352; 11-21-1997)

3 FAM 2721 SCOPE

3 FAM 2721.1 Levels of Training

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

Training for professional development of members of the Civil Service and Foreign Service is structured to meet the needs of personnel at entry, middle and senior levels to fulfill the core responsibilities of their specialty and assignment. Participation in the programs described in this subchapter is arranged either through the Foreign Service assignments process (see 3 FAH-1 H-2710), and/or as determined by an employee's supervisor and/or training officer.

3 FAM 2721.2 Eligible Personnel

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

The programs described in this subchapter are available to Civil Service personnel including members of the Senior Executive Service; Foreign Service generalists (Foreign Service officers, Foreign Service officer career candidates, and members of the Senior Foreign Service); and Foreign Service specialists.

3 FAM 2721.3 Assignment to Training

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Supervisors and bureau training officers are primarily responsible for determining and scheduling appropriate functional training for Civil Service employees. Employees also share responsibility in ensuring that their training needs are addressed.

b. The Office of Career Development and Assignments (PER/CDA) is responsible for scheduling appropriate functional training for Foreign

Service officers, officer career candidates and specialists.

c. Employees may also, at their own initiative, apply for additional training they feel will improve their skills or enhance their careers, subject to the approval of their supervisor, their bureau/post training officer and/or assignments officer, and funds availability.

3 FAM 2722 ENTRY LEVEL TRAINING

3 FAM 2722.1 Objectives

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

Entry level training programs are intended to provide an orientation to the work assignments and environment of the Department of State and to instill in Civil Service and Foreign Service personnel the knowledge and skills which will enable them to perform their duties.

3 FAM 2722.2 Orientation

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Upon appointment to the Department, all personnel are enrolled in an orientation program at the Foreign Service Institute that is designed to:

- Introduce employees to the functions and responsibilities of the State Department;
- Familiarize employees with the basic rules, responsibilities, and nature of their employment including career patterns; and
- Prepare employees for their initial assignment.

b. The orientation program is open to newly hired entrants. Personnel of agencies other than the Department may be enrolled subject to agreement between the Department and the agency concerned.

3 FAM 2722.3 Functional Training

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Civil Service employees will receive functional training, as needed, to perform their duties. This can consist of training available through FSI or, if FSI does not provide the training, from external training sources, and/or on-the-job training.

b. Prior to each assignment, Foreign Service officer career candidates and specialists will receive preparatory functional training appropriate to the position to be occupied. Subsequent training is, as a general rule, programmed at the time each onward assignment is made.

c. Upon appointment, specialists are enrolled in entry-level functional training programs appropriate to their individual area of specialization and subsequent training is, as a general rule, programmed at the time each onward assignment is made.

3 FAM 2722.4 Language Training and Area Studies

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service Only)

a. The Office of Career Development and Assignments (PER/CDA) schedules appropriate language and area studies training for Foreign Service career candidates assigned to language-designated positions (LDPs). If at the time of appointment a candidate lacks the language proficiency required by 3 FAM 2730, PER/CDA will arrange training in conjunction with assignment to a language-designated position.

b. When assigned to LDPs, specialists will receive preparatory language and area studies training appropriate for the individual employee in order to attain the proficiency specified for the position (see 3 FAM 2730).

c. FAST (familiarization/short term) language courses and related area studies are provided for personnel assigned to language-preferred positions (LPPs) and, to the extent that resources permit, are available for personnel proceeding to nonlanguage-designated positions (see 3 FAM 2730).

3 FAM 2723 MID-LEVEL TRAINING

3 FAM 2723.1 Objectives

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

Mid-level training programs are intended to enable personnel to enhance and broaden their qualifications in their individual professional fields. For officers and specialists in both Services, mid-level training is an essential element in preparation for management and senior responsibilities. The emphasis in mid-level training is on:

- (1) Skills pertinent to the major functions (administrative, consular, economic/commercial, and political) of the Foreign Service;
- (2) Advanced instruction for Foreign and Civil Service specialists in their particular areas of expertise, specialization, and/or position of assignment;
- (3) Overall management ability;
- (4) Policy analysis and formulation, including a practical appreciation of the roles played by key elements of the U.S. Government and U.S. society in the conduct of U.S. foreign relations;
- (5) Specialized expertise (including, where needed, language proficiency) in significant foreign countries and regions.

3 FAM 2723.2 Long-Term Training Programs

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Long-term training and professional development programs are available from many sources, including government training organizations, universities, and private corporations. Information on many of the professional training and development programs available to Department employees may be found in the Bureau of Personnel's comprehensive *Guide to Professional Development and Training Programs for Civil Service Employees* and *Long-Term Training Announcement* (see 3 FAH-1 H-2710).

b. FSI, PER/CDA, and PER/CSP are responsible for long-term development programs. The specific programs available to Department employees vary from year to year, and are reflected in the annual *Long-Term Training Announcement* as well as Department Notices on specific training and development opportunities. Selection procedures and

requirements are explained in the announcements, which also identify the appropriate point-of-contact in the Department.

c. **University training:** Long-term training for individual employees at universities in the United States may be provided in various subjects such as area studies, economics, management and public administration, national security, political-military affairs, natural resources, labor movements, and scientific issues pertinent to foreign relations.

d. **Overseas training:** Long-term training and exchange programs at institutions abroad offer unusual opportunities to develop area expertise and improve language skills.

e. **Programs with nongovernmental institutions:** Professional development opportunities are available for State Department personnel in programs sponsored by private-sector and other nongovernmental organizations such as the American Political Science Association (Congressional Fellowship Program) and the Executive Council on Foreign Diplomacy which arranges assignments with U.S. corporations. Employees interested in these programs should also refer to the *Notice of Assignment Opportunities Outside the Department of State*, prepared and issued annually by PER/CDA.

f. PER/CSP also announces and coordinates a number of external training opportunities for Department employees, most of which are funded by the participating employees' bureaus. These include the USDA leadership development programs (e.g., the Women's Executive Leadership Program), Congressional fellowships, and the Joint Military Intelligence College after-hours Master's Degree Program in Strategic Intelligence.

g. **Individual study: fellowships and sabbaticals:** Through various organizations and universities, fellowships are available to Department employees for individual study programs.

h. **Assignments to other Federal agencies and to State and local governments:** Assignments to other Federal agencies, the Congress, and to State and local governments provide an additional means to achieve the goals of the mid-level training program. Information about opportunities available through the Special Domestic Assignment (Pearson) Program and other programs is disseminated annually to all posts and offices in the *Notice of Assignment Opportunities Outside the Department of State* prepared by PER/CDA.

3 FAM 2724 SENIOR TRAINING

3 FAM 2724.1 General

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. The senior training program is directed toward Department employees, both Foreign Service and Civil Service, who can be expected to qualify for high-ranking executive responsibilities. Participants are selected from the most competitive officers who are either members of the Senior Foreign Service (SFS) and Senior Executive Service (SES) or at the level for entry into the SFS and SES. Senior training focuses especially on policy formulation, leadership, program direction, and on the inter-agency context of U.S. foreign policy.

b. See also 3 FAM 2750 - *Executive Development Program*.

3 FAM 2724.2 Training for Senior Representatives

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

This program is for Foreign Service personnel at the FS-1 level and for Civil Service employees at the GS-15 equivalent who have demonstrated potential to rise to the senior ranks of the Department. Each participant in the program will receive training at one of several institutions, such as the National Defense University (including the National War College and the Industrial College of the Armed Forces), the war colleges of the individual armed services, universities, or other institutions (e.g., the Atlantic Council). Selection procedures and specifics on each year's program are announced annually in the *Long-Term Training Announcement*.

3 FAM 2724.3 The Senior Seminar

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

The Senior Seminar is a nine-month program conducted by the Foreign Service Institute and it is the highest level of executive training in foreign affairs offered by the U.S. Government. Each year a limited number of highly-qualified Foreign Service and Civil Service personnel at the grades of FE-OC, SES, FO-1, and GS/GM-15, from the Department of State and other agencies are chosen for this course.

3 FAM 2725 TRAINING SOURCES

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

Training opportunities for Department of State employees are available from the following sources:

- (1) The Foreign Service Institute (FSI) of the Department of State;
- (2) Training programs for specialists are conducted by FSI and other elements of the Department. FSI has the primary responsibility for functional training in specialist categories such as secretaries, administrative specialists, and information systems manager training for all personnel;
- (3) Functional training for security personnel (including special agents, couriers, and security engineers) is carried out by the Bureau of Diplomatic Security. Supplemental functional training—for example, administrative and management courses, is scheduled at FSI as required;
- (4) Universities and colleges, either under long-term training opportunities described in 3 FAM 2750, or after-hours study;
- (5) Other U.S. Government and non-U.S. Government training facilities and vendors.

3 FAM 2726 PROGRAMS CONDUCTED BY THE FOREIGN SERVICE INSTITUTE

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Training programs conducted by FSI, including correspondence courses, are listed in its Schedule of Courses that is published annually; Department-issued INFOGUIDE CD-ROM, issued quarterly; the FSI schedule of courses published in each issue of *State Magazine*; individual course announcements disseminated via Department notices; and other appropriate means. These sources provide schedules, eligibility criteria, and enrollment procedures for FSI training courses.

b. Form DS-755, Request for Training, is used when applying for training programs, including correspondence and self-study courses, conducted by FSI. A training request initiated by an employee requires approval of the employee's supervisor and of the bureau or post training officer.

3 FAM 2727 EXTERNAL TRAINING PROGRAM

3 FAM 2727.1 General

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. To encourage employees to enhance their professional qualifications, the Department pays tuition (subject to the availability of funding and within prescribed limits) for approved after-hours study in the United States and abroad and funds participation in approved training programs, including correspondence courses, conducted by other U.S. Government agencies or by non-U.S. Government organizations.

b. To facilitate this training, the Department, through the FSI, operates the External Training Program.

c. Tuition can either be funded centrally from the External Training Program or from an employee's bureau of assignment.

3 FAM 2727.2 Information about Program

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Employees seeking to identify suitable external training opportunities may direct inquiries to the External Training Program, Office of the Registrar, FSI, or to their bureau/post training officer. Inquiries should be specific about the type and level of training desired.

b. Employees may also find it useful to contact educational institutions and U.S. Government agencies for catalogs and other information about available training programs.

3 FAM 2727.3 General Limitations

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Training is subject to the availability of funds.

b. Students who withdraw from an external training program for other than officially-approved reasons, who fail to complete training satisfactorily, or who voluntarily terminate their employment before completing training, are required to pay the cost of the training.

c. All training must be approved and funded prior to enrollment. No

reimbursement will be made for training costs after training has begun or been completed.

d. Fees for extension of time in correspondence courses are the responsibility of the employee.

e. Tuition costs may not be split. An employee cannot pay part of the course costs and the bureau or FSI pay the remainder, nor may a bureau pay part, and FSI pay the remainder.

f. The External Training Program does not fund conferences and seminars, although bureaus or posts may. Requests must be submitted through the External Training Program.

g. Requests for external training will not be approved if similar training is available at FSI.

3 FAM 2727.4 Limitations on After-Hours Study

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

a. Courses offered for credit must be taken for credit, and noncredit courses are approved only in exceptional cases.

b. Payment for books and registration fees is not covered.

c. After-hours language study may not be authorized except in cases when extraordinary justification exists for providing language training at local educational institutions to employees stationed abroad.

3 FAM 2727.5 Guidelines and Procedures

(TL:PER-352; 11-21-1997)

(State Only)

(Applies to Foreign Service and Civil Service Employees)

Guidelines and procedures for the implementation of the External Training Program are published in 3 FAH-1 H-2720.

3 FAM 2728 AND 2729 UNASSIGNED